4 March 1974

MEMORANDUM FOR: Chief, Plans & Development Staff

SUBJECT   : Executive Conference

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1. The following information is submitted for guidance to the Director of Training in connection with the proposed DDM&S meeting at the ████████████████████ in early March.
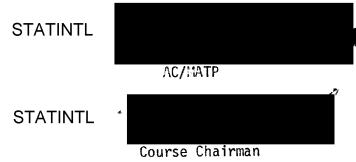
2. The requirement for an Executive Conference, or what was originally referred to as Leadership Conference, seems to have originated from Mr. Colby's memorandum to the DTR dated 14 January 1972, when he recommended that a training effort be developed for "some of our most senior officers."

3. The Management Faculty undertook a Leadership Conference for OTR officers in December 1972. One of the ideas behind this particular running was the possibility of using it as a fore-runner to the proposed Executive Conference.

4. The Executive Conference is currently scheduled to be conducted in December 1974. We are committed to design the program by the end of April 1974. There are still many unanswered questions such as:

    a. Who will attend;
    b. How long will it be;
    c. What coverage should be included;
    d. Whether it should be an internally conducted program or an externally conducted program or a mixture of both?

5. We are proceeding with our ideas in the design of the course. We expect to present several options for consideration by the appropriate officials prior to the end of April. It would be most helpful if the DDM&S group could provide us with some guidance regarding the items listed above.

6. As a suggestion an externally-conducted program might be used to expose senior officers to management concepts, as suggested by Mr. Colby. The program would focus on the current state of knowledge and training in the field of management as presented by outside professionals. An internally-conducted program might be the way to get at the other aspect of the problem mentioned by Mr. Colby -- how to use management tools. Such a program could take the form of a problem-solving seminar aimed at what the Agency (in whole or in part) wants to like twenty years from now and what needs to be started now to make the twenty-year objective feasible.

7. We thought it might be helpful to forward a copy of Mr. Colby's memorandum and the response by the Chief, Support School.

8. Please call either of us if any additional information is required.

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Course Chairman

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14 January 1972

MEMORANDUM FOR: Director of Training

THROUGH   : Deputy Director for Support

SUBJECT   : Management Training

1.   Thank you for this truly excellent survey of our management training. I believe the discussion during our January 11th meeting launched us in a direction responding not only to this report but to the one from the Director of Personnel on executive development and your own on the Senior Seminar. I suggest we include all three of these in the consideration you are giving to more thorough integration of our training and personnel development efforts pursuant to that conversation.

2.   Meanwhile, may I offer a few specific comments on some of the points raised in the attached.

    a. We have indeed exposed a lot of our officers to management training, as indicated by Attachment B. However, I am somewhat concerned at the disproportionate use these courses have had among the various directorates. As we discussed, could we better integrate our management training into a standard track of courses so that it becomes an element of institutional development of managers rather than a separate course which attracts and trains people more or less independently of their responsibilities and careers. In other words, don't we need fewer courses rather than more, focused more clearly at a particular level of career development?

    b. We need some conscious exposure to leadership principles and techniques, as well as to management control mechanics (including but by no means limited to ADP), and the very good work you have developed on management planning.

    c. I thoroughly agree with your conclusion that we do better to train our own managers than try to squeeze them into business-oriented courses.

d. I would be an interested recipient of the views of participants in the Managerial Grid, particularly the feedback you get from people about management problems in the Agency.

e. At the bottom of page 5, a fact: Since we have sent all of about twenty people to the DIA Center, I hardly think this satisfies our requirements of training in information science. We obviously have a problem of increasing our comprehension of this "language" among our personnel. I would be interested in your views on how this might be done.

3. With respect to the future:

a. Management Emphasis: Agree, but exhortations once a month are not apt to be of much more value than those once a year. As we discussed, I think we need some sanctions to ensure the exposure of the people who need it to management training.

b. More courses: Here I doubt it. Rather than a wider variety of courses, as indicated above I believe we need to integrate management more into our regular educational track as inherent elements of the courses they automatically take.

c. Senior officers: Amen. I would like to see some thoughts on a short special seminar for some of our most senior officers, including some exposure to concepts and a great deal of discussion on how they can use some of the management tools we have available and how we expect them to do so.

4. When you finish your review of this subject, I would be most interested in further discussions.

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W. E. Colby
Executive Director-Comptroller

Attachments:
Memo dtd 3 January 1972 to ExDir from DTR,
   "Management Training"
Management Training Charts

9 February 1972

MEMORANDUM FOR: Deputy Director of Training

SUBJECT   : Interim Thoughts on Mr. Colby's Memo
                  of 14 January 1972 re Management
                  Training

1.   Although I am not yet ready to put the following
material into a "reply" to Mr. Colby, this memo should
give you some ammunition with which to return the fire if
anyone starts shooting at you. If any of these musings
seem to you to be sufficiently close to the target to
warrant preserving for our eventual reply to Mr. Colby,
please let me know.

2.   All of the professional guidance that we can
glean from reading and listening to consultants, behavioral
scientists, and practitioners in the field of management
indicates that the best place to start an attempt to change
the management practices in an organization is at the top
of that organization, so we are in hearty agreement with
Mr. Colby's recommendation that a training effort be
developed for "some of our most senior officers".
Unfortunately, we are puzzled about a couple of things.
It is a fact that a goodly number of our most senior
officers have already had "some exposure to concepts" in
one or more of the courses previously given specifically
for senior officers: ▮▮▮▮▮▮▮▮▮ seminar, ▮▮▮▮▮▮▮▮
▮▮▮▮▮▮ course, and the Managerial Grid conducted by
▮▮▮▮▮▮▮▮▮▮▮▮ Each of these courses, in its own way,
dealt with concepts of Motivation, Communication, Leader-
ship, Training of Subordinates, Participation, Planning,
Team Work, Adapting to Change, etc. About the best that
can be done for those who already have been exposed to
these concepts is provide them with reading material in
which the basic notions are stated once again and then

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get the people together so that they can discuss why
(or perhaps why not) and how these notions can be
translated into action in CIA. This would lead us into
a discussion of how some of the "management tools we
have available" can and should be used. I confess that
now I must fall back upon the well-known admonition,
"If you would debate with me, first define your terms".
It would be of considerable interest, not to mention
education, to me to hear Mr. Colby enumerate the
"management tools that are available" and describe how
our senior officers are expected to use them. I am
not implying that such "tools" do not exist; I am
saying that I don't know what Mr. Colby means when he
uses the phrase "management tools". As to the expected
use of such tools, there is an important caveat that I
wish to insert into the present discussion. Somewhere
in my reading of management periodicals I ran across a
most sage statement to the effect that trainers should
be wary of accepting training requirements aimed at
solving problems which cannot be solved by training.
I venture to suggest that the real need is not so much
additional training (although that can help) as it is
the development and use of a system of enforcement
calculated to ensure that managers manage in the manner
expected of them. To put it another way, people who
are expected to use management tools must be held
responsible for using them in the desired fashion by
their line supervisors. It is a fact of human behavior
in organizations that not everyone will automatically
do what his supervisor wants him to do unless he
perceives some form of reward (advantages) for doing it
and some form of penalty (disadvantages) for not doing
it. The danger in this sort of thing is obvious: loss
of flexibility. However, these ideas deserve serious
discussion and this memorandum is not the appropriate
place for it.

3. As you know, we have forwarded already a paper
containing the production from the "Actual Culture"
exercise from a number of Managerial Grids. We are
prepared to continue to do this if Mr. Colby is interested.
As for Mr. Colby's feeling that we need to increase

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comprehension of the "language" of Management Science,
I think we can proceed to do something constructive
relatively soon. We can contact ████████████████ **25X1A**
25X1A ████ at the Information Science Center and discuss with
them the possibility of their providing an input to a
variety of existing courses. Before doing this, however,
I recommend that we take up this matter in the OTR
Curriculum Council in order to pinpoint the courses which
should be augmented with this kind of material.

4. We now are providing some "conscious exposure"
to leadership principles and techniques in MTF-conducted
courses and will continue to do so, placing additional
emphasis on the word "Leadership". Also we are engaged
in a search of relevant literature in an effort to develop
an input on "Leadership" in other courses if this is wanted.
As for the phrase "management control mechanics", again I
am up against a semantic problem. Until I am educated as
to what Mr. Colby means by his phrase, there is little,
if anything, that I can do to insure that the topic
receives "conscious exposure". I respectfully request
that you or the Director of Training attempt to sound
out Mr. Colby on this point as well as the ones mentioned
previously in this memorandum.

5. We are in the process of considering and working
out ways in which aspects of management training can be
"integrated" into other courses given by the Office of
Training. We have our eye on an "In-basket" produced
recently by Alan Zoll, a well-known management consultant
and educator, and have taken steps to acquire this device
in order to assess its adaptability to the IWA. We have
on hand another form of "In-basket" which might serve to
sharpen the appreciation of IWA students of the necessity
for organizing their work properly (a need which you have
mentioned on several occasions) and we plan to discuss
25X1A both of these with ████████████ in the very near future.
With respect to the Midcareer course, I think the Council
should discuss the extent to which additional matters of
management concern ought to be integrated into this
particular effort. For example, we might use the MC
as a forum in which Mr. Colby can explain what "management
tools" are available and how he expects managers to use
them. He might also be asked to cut loose with a few
groups on his convictions regarding leadership principles

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and techniques. As for the AIS, we are ready to insert almost anything that we have in our repertoire into that particular course, but I believe that here, too, the Council ought to have something to say. Inasmuch as the Midcareer course, the AIS and IWA are part of █████████ **25X1A** domain, we will discuss all of this first with him. This brings us to the Senior Seminar. We have already had some limited discussion with ████████ about the content of the **25X1A** management "block" in that endeavor. The biggest problem we have in this regard is that the Senior Seminar has no guaranteed longevity at this point in time and, as a result, it seems questionable to undertake a major effort to re-work the management "block". On the other hand, this course would be a perfect vehicle for Mr. Colby to use as a sounding board for his ideas on "Leadership", "Management Tools", etc., and I recommend that Don attempt to convince Mr. Colby to use the Senior Seminar in this manner--for everyone's benefit.

6. As a final note for now, I believe we need to disabuse Mr. Colby of the notion that by integrating management training into existing courses we will automatically (a) teach all of our managers what they ought to know about management and how they ought to go about managing, and (b) obviate the development of additional workshops, seminars, etc. on topics not now covered in existing management training courses. There will always be a certain fundamental core of material (no matter how this may be described) which managers (or, if you prefer, leaders) need in order to do their jobs effectively. From a training standpoint, it is more efficient to conduct courses specifically geared to our managers than to include the entire core of material within the framework of an indeterminate number of existing courses not specifically geared to the needs of managers. I can't believe that Mr. Colby is unaware of this, so perhaps all that I am doing is reflecting further confusion on my part!

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Chief, Support School, OTR

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